



James (Jim) Bogan
Executive Director, Interim, Physical Plant
University of Wisconsin – Madison



Dear Evaluation Committee,

Please accept this letter and resume as my application for position posting 290872-LI titled “Assistant Vice Chancellor of Physical Plant”.

All 25 years’ worth of my public sector career positions featured enterprise level responsibilities as part of an organization with 250+ employees. The state fleet operation served over fifty distinct state agencies and UW Madison’s FP&M Division serves all campus properties, organizational business units, and employees including those far from Madison. Performing in and serving a complex organization has been the very definition of my professional life for this time.

During this period, society and the business world experienced a remarkable pace of change in terms of how and why information was used to promote efficiency, convenience, communications, and quality of life. This defined an environment where innovative and strategic leadership for programs and functions was required to simply keep up. Within that reality my goals and practices were rooted in continuous improvement. Physical Plant has undergone fundamental changes since 2003 and I have been a key participant in the development, planning, and execution of change in that time.

Both the fleet and the facilities management businesses are very transaction oriented. Work orders and time/materials records accumulate into large datasets from which business intelligence may be distilled. I have been tactically and practically involved in data creation, curation, and use for my entire asset and facilities management career.

With an incredibly diverse customer base, the opportunity for learning has been invigorating. I consider myself blessed to have been surrounded with and serving so many respected experts for so long. This situation has steeped me in the academic, research, and outreach mission of UW Madison (and state government); that experience informs my leadership style.

Both the fleet and facilities management vocations are at their core related to asset management. Whether the asset is a vehicle, a property, or a building mechanical system component, the individual life cycle is the quantum unit of short term and long-term planning. Facility program planning evolves out of quality information on asset condition and remaining useful life. This principle aligns perfectly with my data-driven experience. That combined with my long-term focus on emotional intelligence, facilitation, and interpersonal communication skills, supports my ability to advise and inform University leadership, peers, and customers on planning and other facilities issues.

Assets might form the base of facilities planning, but facilities management as a vocation is all about people. The better individuals within an organization understand each other and share vision/goals, the happier they are, and effectiveness falls into place as a result. UW Madison enjoys a long history of attracting very skilled people into its work force. Throughout my leadership career, the most rewarding success occurred by listening to and learning from these experts. By establishing a baseline of credibility in terms of empowering those able to advise complex problems, I can and do rely on everyone to help find the best choices when nothing seems clear, and stress is at its peak. I do not consider myself “the” expert in the room. My value as a leader is rooted in the ability to identify, connect, and facilitate those who do not always interact with each other to define problems

and help identify choices for response. Having said that, I am not reluctant to, as a leader, select a choice from an array of different options.

The demographics of skilled technical experts and facility workers are slowly but surely evolving away from a tradition of narrowly defined participants and towards resembling the general population. It is difficult for one person to exert influence over trends this big, but I frequently find myself thinking about how I can support this change and resolving to speak up about it at every opportunity. My main approach has been to model and evangelize the value of an emotionally intelligent approach to supervision and to communications. I want supervisors to think of themselves as mentors, of course, but also to think of success in terms of employee well-being. An engaged work force is an effective work force. I have and will continue to model the idea of employee development as the main mission for supervision, and I will continue to offer and market the value of training that supports this skill set.

The APPA Invest in Success and Supervisor Toolkit training, while not by any means the only ones, have been popular and effective. These classes by their very nature, and in some cases specifically, support the ability to create an inclusive workplace for a culturally diverse employee population. I am not satisfied with current effort being enough in this regard, so I continue seeking ways to support diversity and inclusion.

It has been my honor and privilege to serve as interim leader in the role I am applying for. The nature of this position is different on a day-to-day basis from some of the more tactical roles I have held in the past. I have come to appreciate and contrast the challenges and satisfactions of both kinds of effort. This position suits me well in terms of aspects of employment that blend with my personality and the things that bring satisfaction to me in the working world, but each day as I plan my activities and review progress towards my goals, I think about how well I'm serving the needs of those around me. That is why I am grateful for and proud of what I have accomplished to date in my tenure at UW Madison.

The responsibilities and qualifications for this position are nuanced and demand a great breadth of knowledge and the adept use of connections and relationships. Demonstrating my ability in those skills is more effective on an in-person basis than in print. I am confident that if you offer me the forum for interviewing with the evaluation team and/or stakeholder groups, that I will be able to make it clear that I am the candidate best able to lead the Physical Plant department.

Thank you for your attention to the submitted materials and for your service in this recruitment.

Jim Bogan

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University of Wisconsin Madison – Facilities Planning & Management Division (FP&M)

January 2003 – present

Executive Director Physical Plant, Interim Dec 2021 – present

All duties and responsibilities as described in this recruitment. Directed, managed, and provided leadership for all operational aspects of the major areas of the physical plant employing approximately 975 employees overall. Budget design, development, review, and approval. Familiarity with the definition and use of General Ledger Accounts. Personal support delivered to subordinate leaders in achieving a positive and inclusive workplace. Participation and guidance for difficult conversations or nuanced and difficult workforce relations problems. Approval and influence regarding compensation change decisions and recruitments. Representing Physical Plant or FP&M Division on committees or cross functional teams. Harmonizing the efforts of Physical Plant with other FP&M Division departments. Supporting core leaders in FP&M for their success.

Director Facilities Management, Physical Plant June 2019 – Dec 2021

Led multiple business units focused on customer service, requirements development for specific yet diverse facilities management purposes, administration for compliance matters, and property claim administration for facilities losses. Budget development, reporting, and business analysis. Support and advise Physical Plant Executive Director and peer Directors. Support and advise on enterprise software implementation and business process development/implementation.

Associate Director Transportation, Transportation Services June 2015 – June 2019

Led multiple business units focused on transportation demand management, fleet management, auto repair, marketing/communications, information technology, and payment card industry data security standard. Budget development, reporting, and business analysis. Support and advise Transportation Services Assistant Vice Chancellor and peer leaders. Support and advise on software implementation and business process development/implementation.

Fleet Program Officer, Transportation Services Nov 2014 – June 2015

Fleet Program Officer, Physical Plant January 2003 – Nov 2014

Led multiple business units focused on fleet management, auto repair, and fuel sales with responsibilities like those below with State of Wisconsin. Budget development, reporting, and business analysis. Support and advise Physical Plant leadership, Transportation Services leadership, and peer leaders. Represent UW Madison on State of Wisconsin fleet governance steering committee and APPA Leadership in Educational Facilities trade association as a volunteer regional and national governance leader/board member.

State of Wisconsin Department of Administration

May 1998 – January 2003

Central Fleet Supervisor -> Fleet Program Officer -> IS Business Automation Specialist, aka statewide System Administrator for fleet management software.

Asset management, staff supervision, workforce relations, policy interpretation, policy development, business process definition/development/redevelopment, chargeback rate development, policy adherence, budget development, profit and loss analysis, billing chargeback interface development, enterprise software procurement and implementation, and provision of daily retail style service. Served on the National Conference of State Fleet Administrators trade association board of directors.

Automotive Retail Sales, Milwaukee and Madison, WI

1986 – 1998

Sales -> Finance/Insurance Sales -> Sales management

Profit and loss responsibility, regulatory compliance, product technical knowledge, principles of sales, closing business deals, supervision, mentoring/teaching, financial reporting.

University of Wisconsin – Madison | Bachelor of Science

1986 - Bachelor of Science in Economics with Mathematics emphasis.

Advanced Mathematics and basic Science balanced with Literature and the Arts.

Career professional development and volunteer work

Trade association participation: APPA, Leadership in Educational Facilities, National Conference of State Fleet Administrators.

NCSFA Board of Directors

MAPPA (Midwest region APPA) President, Vice President, Board member, Committee member (various)

APPA Board, Governance Task Force, Information and Research Committee Member

Variety and volume of emotional intelligence, facilitation and communication skills training instances via employer, trade associations, and dedicated training delivery providers.

APPA Certified Educational Facilities Professional certification.

Emergency Operations Center participant/Section Chief